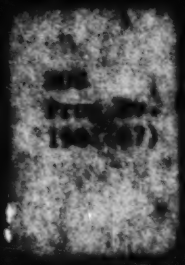

PROGRAM EVALUATION
ÉVALUATION des PROGRAMMES

KATIMAVIK

RECOMMENDATIONS

Program Evaluation Directorate
Evaluation, Audit & Coordination
of Planning Branch
Secretary of State

December 1981

DECLASSIFIED
DÉCLASSIFIÉ
DATE April 16, 1986
SIGNATURE Gail Young
DEPT OF THE SECRETARY OF STATE OF CANADA
SECRETARIAT D'ETAT DU CANADA

AN EVALUATION OF KATIMAVIK:

PROGRAM EVALUATION

RECOMMENDATIONS

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Program Evaluation Directorate
Evaluation, Audit and Coordination
of Planning Branch
Secretary of State
December 1981

RECOMMENDATIONS:

1. That the Department of the Secretary of State confirm Katimavik as one of its programs. OPCAN/Katimavik has been found to be effective and efficient in achieving important departmental objectives. Given its objectives, it fits very well under the mandate of the Department of the Secretary of State.

2. That the Department of the Secretary of State enter into a five-year funding arrangement with OPCAN/ Katimavik and that consideration for renewal be undertaken in the third year. This will allow OPCAN/Katimavik to embark on long-term planning and to rectify the problems it now faces due to uncertain and late funding.

3. That the Department of the Secretary of State request the right to nominate one senior official to the Board of OPCAN. This official would represent the Department's interests at policy deliberations and, in particular, would present the Department's views regarding the objectives to be achieved through Katimavik.

4. That the Department of the Secretary of State review the funding level for OPCAN/Katimavik at such a time when there has been sufficient opportunity to consider the various suggestions and concerns enumerated under the fifth recommendation.

5. That the Department of the Secretary of State convey to OPCAN/Katimavik the following specific suggestions and concerns. These suggestions and concerns derive directly from findings and conclusions discussed in the several basic reports produced by the evaluation study. Since the Summary Report has deliberately been kept brief, it does not contain all findings. The supporting evidence to the suggestions and concerns is found in the reports themselves.

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SUGGESTIONS:

1 That Katimavik reduce the attrition rate among field staff (the key to the success of the program) by improving field staff conditions. Suggestions for improving those conditions include hiring a fourth group leader per site, some designated time-off periods, renting a third van where appropriate, and making salaries and benefits throughout the program consistent with either the current market or the concept/spirit of Katimavik.

2 That Katimavik strive to maintain the number of annual project sites at a level equal to years II and III. This will lower the proportion spent on overhead costs and reduce the costs per participant-day.

3 That Katimavik change some of its staff responsibilities from accounting and management information gathering to program development. Considerable advantage would be gained from hiring people with Katimavik field experience.

4 That Katimavik reduce its present accounting requirements, standardize its information needs, and augment its measurement of performance.

5 That Katimavik consider the following measures to obtain economies for their operations: buying or sharing ownership of a computer, buying and re-selling their vans, sharing facilities and certain specialized staff with a compatible organization, and hiring a fourth group leader as an apprentice. Given the very high attrition rate among field staff, the fourth group leader represents an immediate, trained replacement and a substitute for designated days-off. The potential of immediate replacement represents considerable gain in effectiveness of projects and a reduction in wastage of staff training sessions. These translate into greater efficiency.

6 That Katimavik ensure that each group live and work in a predominantly francophone community for one of its three rotations.

7 That Katimavik avoid establishing projects in relatively wealthy communities and avoid subsidizing sponsors by paying inflated rents.

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8 That Katimavik ensure that non-selected applicants be clearly informed of the random selection procedures used.

9 That Katimavik revamp participant recruitment, advertising, and promotional materials to better reflect the realities of the program and to even more clearly identify the source of funding, the federal government.

10 That Katimavik consider the selection of an integrating objective as a means of priorizing its several objectives and activities.

11 That Katimavik retain its objective of environmental awareness but consider ways in which the project sites can be encouraged to incorporate environmental activities, to develop positive attitudes, and to voice and display these concerns to the communities.

12 That Katimavik define those characteristics of personal development to which they can direct their activities and in which they will seek results.

13 As a means of increasing the sense of responsibility in participants, Katimavik should delegate more responsibilities to the participants.

14 That Katimavik, on a sample basis only, establish more exact estimates of the value of capital improvements on their project sites.

CONCERNS:

15 There should be more comprehensive curriculum materials for each of the major program objectives.

16 The program should improve its language learning materials and resources and should identify a level of competence in the second language to be attained.

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17 Selection criteria for work projects should be refined so that meaningless work or work benefitting private enterprise may be avoided. More sponsor involvement in project objectives would help to relieve this concern. Limiting project sites to a maximum of two consecutive years involvement would also help.

18 Project level authorities should be delegated to field staff and responsibilities should be clearly defined for participants and field staff in order to increase the efficiency of the program.

19 Field staff should be advised not to adopt the role of psychotherapist and should ensure that written warnings are always given before dismissal.

20 The program should annually increase the $1 per day to participants by an approximate cost of living factor.

21 Katimavik could improve the concordance of its activities with its objectives in a variety of ways, including: providing non-smoking areas in the homes; reducing long, expensive field trips; providing balanced nutritional guides; using less expensive manuals and publications.

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